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ABSTRACT

A conference presentation on the recruitment, selection, and orientation of school employees are highlighted in this paper. Part 1 describes organizing strategies for recruitment and selection, such as defining administrative roles, assessing current practices, and scheduling. Practices for attracting capable teacher candidates are presented in the second part, which include designing a recruitment package, knowing where to recruit, and using district ambassadors. Part 3 describes stages in the pool screening/hiring process and in administrator interview training. The fourth presentation discussed strategies for new teacher orientation, but no details are provided. Attachments making up 75% of the document include overheads and handouts to illustrate the first three sections. (LMI)

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AASA PRESENTATION OUTLINE/NOTES
FEBRUARY 22, 1992
8:00 A.M.

NEW KIDS ON THE BLOCK: HOW TO RECRUIT, SELECT, AND ORIENT SCHOOL EMPLOYEES

Presenters/Co-Presenter/Moderator

Presenter:	Dr. Mark E. Anderson, Director of Employment Services, Mukilteo School District
Presenter:	Judith Fox, Principal, Scarsdale High School, Scarsdale, NY
Co-Presenter:	Dr. John W. Kelter, Assist. Supt. Personnel and Operations, Mukilteo School District
Moderator:	Dr. James F. Shoemake, Superintendent, Mukilteo School District

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I. INTRODUCTION - (**Overhead #1:** "New Kids on the Block: How to Recruit, Select, and Orient School Employees")

A. Opening Comments. (Mark Anderson) It is a privilege to present to AASA's 124th Annual Conference on an extremely important topic; the Recruitment, Selection, and Orientation of School Employees. Since the quality of any school system depends, to a large extent, upon the quality of its staff, recruiting, selecting and orienting capable school employees (or the new kids on the block as we call them) may be one of the most important tasks school administrators face. Our presentation today will focus on the recruitment, selection, and orientation of new teachers to a school district. Yet, the principles and strategies we describe also apply to recruiting, selecting and orienting other school employees as well.

For a school system, each time it recruits and selects a new teacher, the district has a "window of opportunity" to influence and improve the quality of programs provided students attending its schools. Given the pool of candidates, competition for the very best teachers is keen. School Districts must, therefore, develop an aggressive and well-thought-out plan for recruiting and selecting the most capable teachers.

Yet, getting outstanding new teachers does not end when they are hired. The first six-to-tenth months in a new school system is a critical time period for shaping new teachers' attitudes and behaviors, and the process that districts use to orient and induct newcomers can have a profound impact on their performance and effectiveness. Districts must, therefore, not only design a comprehensive recruitment and selection system; but in addition, must also develop well-organized postselection activities to ensure new teachers' success and to influence their values, behaviors, and performance. (Introduce John Keiter and Judith Fox)

B. Openings Comments. (Judith Fox)

C. Purpose/Outline of Presentation. (John Keiter)

1. The purpose of our presentation today is two-fold (**Overhead #2:** Purposes):

   * Assist Participants in Recognizing the Importance of Imparting Organizational Culture and Administrative Values and Expectations to Potential and New Teachers

   * Provide Participants with Practical and Effective Strategies to Attract, Select, and Orient New Teachers

2. Presentation Outline. John Keiter (**Overhead #3**)

   * Organizing for Recruitment and Selection: Where to Start (John Keiter and Mark Anderson)

   * Attracting Capable Teacher Candidates (Mark Anderson)

   * Selecting the Best Teachers (John Keiter)

   * Orienting New Teachers (Judith Fox)

II. ORGANIZING FOR RECRUITMENT AND SELECTION: WHERE TO START - John Keiter and Mark Anderson (Overhead #4)

A. A Dynamic Balance: Central office and building administrator functions in the recruitment and selection process. John Keiter (**Overhead #5**).

B. Assess District Recruitment, Selection, Orientation and Induction Practices Mark Anderson (**Overhead #6: Entry Study**)

To assist a district in organizing for its recruitment and selection process, one worthwhile activity is to assess the district's current personnel practices in these areas. In 1990, we conducted such an assessment entitled, "Entry: A Study of Mukilteo School District's Recruitment, Selection, Orientation, and Induction Practices for Newly-Hired Certificated Personnel." You have a copy of that study in your handouts. Although the study had some limitations, we learned some important perceptions from our newly-hired teachers about how to refine our recruitment, selection, orientation, and induction practices. A few of the lessons learned from this study for recruitment and selection were: (**Overhead #7: Recommendations to Refine Mukilteo School District's Recruitment and Selection Practices**)

1. Develop Recruitment Brochures/Position Open Announcements that Promote the District and Community

2. Publish Salary and Benefit Information

3. Use Staff and Administrators for Personalized Recruitment

4. Obtain Job Information Line

5. Capitalize on Job Fairs and University Recruitment Information Sessions

6. Hold Pre-Employment Orientation Conferences

C. Recruitment and Selection Planning Schedule (Mark Anderson)
Another activity in organizing for recruiting and selecting new teachers that we have found valuable is the development of a well-thought-out planning schedule for recruitment/selection activities. Included in your packets is a sample of our 1992 Elementary Teacher Recruitment and Selection Schedule. Key elemer s of a comprehensive planning document are **(Overhead #8:** Recruit ict t and Selection Planning Schedule: Key Elements):

1. Identify When Positions Will Be Posted

2. Identify Times and Locations for Recruitment

3. Identify Who Will Screen Applicant Files and When

4. Train Screeners and Interviewers

5. Determine Interview and Selection Time Period(s)

III. ATTRACTING CAPABLE TEACHER CANDIDATES - Mark Anderson
(Overhead #9:)
Attracting Capable Teacher Candidates

* The Recruitment Package

* Where to Recruit

* The District Ambassadors

A. The Recruitment Package **(Overhead #10)**
One key to attracting capable teacher candidates is to package your district's programs and unique features on paper in an appealing manner. An effective recruitment package also provides the district with the opportunity to begin imparting its organizational values, culture, and expectations to potential candidates. Included in your packets is Mukilteo School District's recruitment package that applicants receive when applying for a position. Key ingredients in an effective recruitment package include:

1. Recruitment Brochure. An effective recruitment brochure should include information about: **Overhead #11** (refer to MSD's recruitment brochure):

   * District Programs
     --size and grade level configurations
     --student population and demographics
     --philosophy
     --curriculum
     --instructional emphasis and support
     --staff development program
     --special and innovative programs

* Area Information
  --geography/climate
  --cultural/recreational opportunities
  --regional population
  --educational opportunities

* Vacancy and Application Information
  --Application process
  --How vacancy are announced

2. Position Open Announcement. Another aspect of the recruitment package is the position open postings (refer to MSD's posting). An effective position open announcement should include: **(Overhead #12)**

   * Information About District
   * Specific Vacancy Information
     --Minimum Qualifications
     --Desired Qualifications
   * Salary and Benefits
   * Selection Schedule
   * Application Procedure

3. Applicant Letter. Including a letter to applicants is another part of the recruitment package, welcoming their interest and succinctly listing how to apply (refer to MSD's application letter).

4. Other Publications. Including district and community publications as a part of the recruitment package can assist candidates in learning about the district and community (refer to packet materials).

5. Mailing Recruitment Information. Finally, packaging the district's recruitment and application materials in an attractive envelope containing motto presents a good impression of the District.

B. <u>Where to Recruit</u> **(Overhead #13)**

Where to recruit new teachers is another critical aspect of attracting a large pool of candidates from which to select the best. I will not provide too much detail on where to recruit teachers today. Briefly, some features of where our district recruits new teachers include:

1. Advertise nationwide through college placement offices.

2. Capitalize on job fairs, conducting screening interviews.

3. Present at college "Teacher Job Search" seminars.

4. Conduct recruitment information sessions on college campuses using professional video of District and a new teacher who recently graduated from the institution.

5. Advertise on job information line.

6. Personalized recruitment by staff.

C. The Ambassadors **(Overhead #14)**

A final aspect of recruitment that I want to emphasize is effectively using District ambassadors which include personnel office employees, administrators, and veteran staff. In our 1990 study of Mukilteo's recruitment and selection practices, we found that many new teachers learned of openings in the district through current staff members or through calling the district's personnel office. Thus, we provide staff with recruitment brochures and encourage personalized recruitment efforts.

Personnel office employees, however, are critical ambassadors in the recruitment process. Candidates often get there impression of the District by how they are treated when inquiring about positions. Thus, we take care in selecting and training personnel office employees, emphasizing:

1. "Do unto others as you would like done unto you." Present a friendly, caring, and personable attitude--take time with and show interest in each applicant.

2. Anticipate unasked questions about the district, vacancies, application process and provide candidates with information.

3. Highlight positive aspects of the district.

4. Introduce high caliber candidates to personnel administrator.

Once you have attracted a large pool of candidates, selecting the best teachers is the next important step. Dr. John Keiter, Assistant Superintendent for Personnel and Operations, will share some unique and key ingredients in the selection process that we use in Mukilteo Schools for getting the "Best New Kids on the Block."

III. SELECTING THE BEST CANDIDATES - (John Keiter)

(**Overhead #15:** Selecting Teachers: Key Ingredients for Getting the Best New Kids on the Block.)

* Interview and Hire New Teachers Early: The Pool Screening and Hire Process
* Train Administrators for Screening and Interviewing
* Rigorously Screen Applicant Files
* Conduct Structured Interviews
* Thoroughly Reference Check Top Candidates, Using One Trained Administrator

A. The Pool Screening and Hire Process

One technique that we use in Mukilteo to get the cream of the crop in hiring new teachers is to post positions for the upcoming school year early, conduct screening interviews, hire new teachers into a "pool hire group," and then assign them to a specific grade and school after the transfer of veteran staff is completed. We use this process especially for the selection of elementary classroom teachers. Here is how it works (refer to **Overhead #16: Pool Hire Process**).

Pool Hire: Round #1

1. Positions posted in early February
2. Candidates files paper screened in early March
3. Screening interviews conducted in mid-March
4. Selected candidates offered contracts and placed in pool hire "group" in late March or early April

Pool Hire: Round #2

1. Positions re-posted in early April
2. Additional candidate files paper screened in May
3. Additional screening interviews conducted in May
4. Additional candidates offered contracts and added to pool hire "group" in late May/early June

Assignment of Pool Hire Teachers

1. Transfer process for veteran staff completed by May
2. Pool hire teachers placed in identified school openings in early June

B. Train Administrators for Screening and Interviewing **(Refer Back to Overhead #15)**

Another important aspect of selecting the best teachers is to ensure those involved in the paper screening and interview process are trained. Enclosed in your packets are the procedures we use to train administrators on screening applicant files and the screening form (refer to handout). Mark Anderson, Director of Employment Services, screens all applicant files and selected building principals conduct a second "blind" screen. Mark and principals then agree on which candidates will be invited for interviews.

C. Structured Interviews

Clearly, research has shown that using a well-thought-out, structured interview system provides greater realibility in selecting employees. The Omaha, SRI, and Fentures are three types of research-based, structured interview systems. In Mukilteo, we used a modified form of the SRI interview instrutment. And, we train our administrators each year on the interview instrument and process.

We conduct structured interviews in 2-person administrator teams, often pairing central office adminstrators with building principals. Included in your packets are the teacher interview procedures we provide administrators as a part of our training session (refer to handout). Although the interviews are structured and each candidate is asked the same exact questions, we do not believe in high-pressure interview tactics. We want candidates to go away from the interview feeling like they were treated fairly and that we were genuinely interested in their candidacy.

D. Reference Checks

A final important step in the selection process is conducting thorough reference or background checks. We have one administrator responsible for reference checking, Mark Anderson. Enclosed in your packet is a sample of our reference check form (refer to handout).

RECRUITMENT/SELECTION CONCLUDING REMARKS (Mark Anderson)

As noted earlier, once you have hired new teachers the process of getting outstanding new staff members is far from over. **(Entry Overhead #17).** Included in your packets are two items we do to ease newcomers transition into the district and to begin imparting administrative values (refer to packet).

1. Pride and Excellence: Becoming a Part of the Tradition

2. Employment Profile

A key administrator in the orientation process is the school principal. It is the principal who plays a critical role in imparting administrative values to new

teachers assigned to his/her school and helping newcomers understand a specific schools culture. Judith Fox, principal at Scarsdale High School, does an excellent, thorough, and well-thought-out job in orienting her new teachers.

IV. IMPARTING THE ORGANIZATIONAL CULTURE THROUGH ORIENTATION (Judith Fox, Scarsdale High School)

NEW KIDS ON THE BLOCK

HOW TO RECRUIT, SELECT AND ORIENT SCHOOL EMPLOYEES

Presented by:

Dr. John W. Keller, Assistant Superintendent
Dr. Mark E. Anderson, Director of Employee Services
Judith R. Fox, Principal, Scottsdale High School

Moderator: Dr. James [illegible]

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PURPOSE OF THE PRESENTATION

1. **Assist Participants in Recognizing the Importance of Imparting Organizational Culture and Administrative Values and Expectations to Potential and New Teachers**

2. **Provide Participants with Practical and Effective Strategies to Attract, Select, and Orient New Teachers**

OUTLINE OF PRESENTATION

- **Organizing for Recruitment and Selection: Where to Start**
  (John Keiter and Mark Anderson)

- **Attracting Capable Teacher Candidates**
  (Mark Anderson)

- **Selecting the Best Teachers**
  (John Keiter)

- **Orienting New Teachers**
  (Judith Fox)

ORGANIZING FOR RECRUITMENT AND SELECTION: WHERE TO START

1. **Determine Central Office and Building Administrator Functions for Recruitment and Selection--A DYNAMIC BALANCE**

2. **Assess District Recruitment, Selection, Orientation & Induction Practices**

3. **Plan Recruitment and Selection Schedule**

A DYNAMIC BALANCE:

ORGANIZATION OF CENTRAL OFFICE AND BUILDING ADMINISTRATORS FOR RECRUITMENT AND SELECTION

Assistant Superintendent, Personnel and Operations--**Responsible for staffing allocations and recruitment/selection of administrators.**

Director of Employment Services--**Responsible for recruitment, interviews reference check, selection, assignment, and orientation of teachers.**

Building Principals--**Responsible for assisting with recruitment, interviews, selection, assignment, and orientation of teachers.**

Other Central Office Administrators--**Responsible for assisting with recruitment and interviews for teachers.**

ENTRY

**A Study Concerning
Mukilteo School District's
Recruitment, Selection, Orientation,
and Induction Practices for
Newly-Hired Certificated Personnel**

**MUKILTEO SCHOOL
DISTRICT NO. 6**

**Pride and Excellence:
A Tradition**

Based on
**A Survey of
Certificated Personnel
Hired During the
1989-90 School Year**

Compiled by
**Dr. Mark E. Anderson
Director of Employment Services
July 1990**

RECOMMENDATIONS TO REFINE MUKILTEO'S RECRUITMENT AND SELECTION PRACTICES

from *ENTRY: A Study of Mukilteo School District's Recruitment, Selection, Orientation, and Induction Practices for Newly-Hired Certificated Personnel*

1. **Develop Recruitment Brochures/Position Open Announcements that Promote the District and Community**

2 **Publish Salary and Benefit Information**

3. **Use Staff and Administrators for Personalized Recruitment**

4. **Obtain Job Information Line**

5. **Capitalize on Job Fairs and University Recruitment Information Sessions**

6. **Hold Pre-employment Orientation Conferences**

RECRUITMENT AND SELECTION PLANNING SCHEDULE:

KEY ELEMENTS

1. **Identify When Positions Will Be Posted**

2. **Identify Times and Locations for Recruitment**

3. **Identify Who Will Screen Applicant Files and When**

4. **Train Screeners and Interviewers**

5. **Determine Interview and Selection Time Period(s)**

Mukilteo School District No. 6

ELEMENTARY TEACHER RECRUITMENT SELECTION, AND TRANSFER SCHEDULE 1992-1993 SCHOOL YEAR

DATE	ACTIVITY	PERSON(S) RESPONSIBLE
1/92 to 4/92	Recruit at Northwest Colleges	M. Anderson
2/1/92	Post Round #1 Elementary Positions	M. Anderson
2/25/92	Train Screening Team for Round #1 Application Review	M. Anderson
2/26/92 to 3/9/92	Screen Round #1 Candidate Files	Anderson (All) Cummings (A-E) Lund (F-I) Hoiby (J-M) Hoffman (N-S) Steele (T-Z)
3/9/92	Train Administrators for Interviewing	M. Anderson
3/10/92	Select Applicants for Round #1 Interviews	Screening Team
3/11/92 to 3/21/92	Interview Round #1 Candidates	Elementary Principals DO Administrators
3/24/92	Recommend Round #1 Candidates for Hire Pool	Elementary Principals DO Administrators
3/25/92 to 3/31/92	Reference Check Top Round #1 Candidates	M. Anderson
4/1/92	Offer Contracts to the Best Round #1 Candidates	M. Anderson
	Post Round #2 Elementary Teaching Positions	M. Anderson
4/14/92	Begin Continuous Screening of Applicant Files	M. Anderson
4/14/92	Career Fair in Spokane	M. Anderson 5 Administrators
4/23/92	Career Fair in Tacoma	M. Anderson 6 Administrators

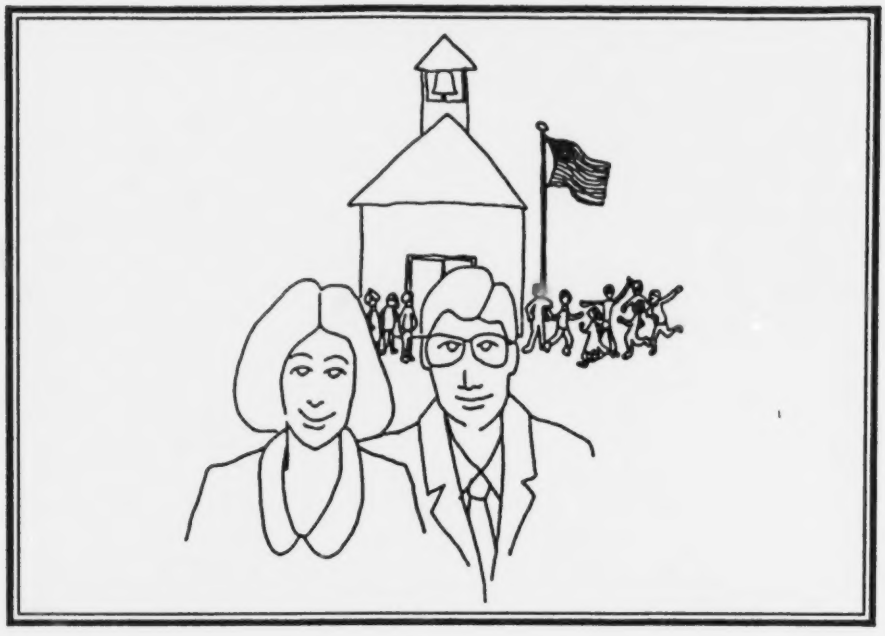
**ELEMENTARY TEACHER RECRUITMENT,
SELECTION, AND TRANSFER SCHEDULE
1992-1993 SCHOOL YEAR
Page 2 continued**

DATE	ACTIVITY	PERSON(S) RESPONSIBLE
4/23/92	Post Identified Elementary Teaching Positions In-District for Transfer Consideration	M. Anderson
4/30/92	Train Screening Team for Round #2 Application Review	M. Anderson
5/1/92 to 5/13/92	Screen Round #2 Candidate Files	M. Anderson (All) Boris (A-E) Evavold (F-I) Thaut (J-M) Wick (N-S) Young (T-Z)
5/4/92 to 5/15/92	Interview In-District Teachers Requesting Transfer, Review Personnel Files, Reference Check with Current Principal, Decide on Initial Transfers	M. Anderson & Elem. Principals
5/14/92	Select Round #2 Applicants for Interviews	Screening Team
5/15/92 to 5/20/92	Schedule Round #2 Interviews	M. Anderson
5/18/92 to 5/30/92	Interview Round #2 Candidates	Elementary Principals DO Administrators
6/2/92	Recommend Round #2 Hires	Elementary Principals DO Administrators
6/3/92 to 6/5/92	Reference Check Recommended Round #2 Hires	M. Anderson
6/8/92	Offer Contracts to the Best Round #2 Hires	M. Anderson
6/11/92	Assign New Teachers to Specific Grade/School	M. Anderson Elementary Principals
6/15/92	Curriculum Preview for New Elementary Hires	M. Anderson R. Long G. Whiteman

ELEMENTARY TEACHER RECRUITMENT,
SELECTION, AND TRANSFER SCHEDULE
1992-1993 SCHOOL YEAR
Page 3 continued

DATE	ACTIVITY	PERSON(S) RESPONSIBLE
6/15/92 to 6/26/92	Screen, Interview, and Hire Other Teachers As Needed	M. Anderson Selected Principals
8/1/92 to 9/1/92	Screen, Interview, and Hire Other Teachers As Needed due to Summer Resignations/Leaves	M. Anderson Selected Principals

ATTRACTING CAPABLE TEACHER CANDIDATES



- **The Recruitment Package**
- **Where To Recruit**
- **The District Ambassadors**

THE RECRUITMENT PACKAGE

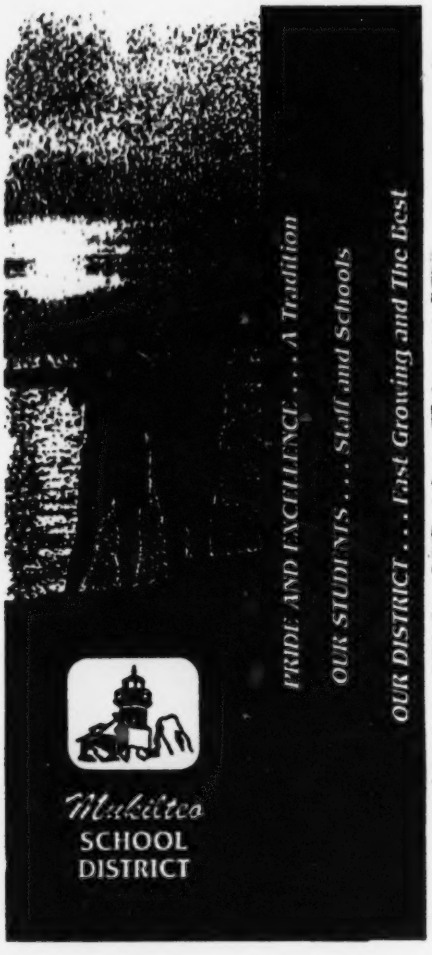
1. **Recruitment Brochure**
2. **Position Open Announcements**
3. **Letter to Applicants**
4. **District/Community Publications**
5. **Mailing Recruitment Information**

Mukilteo

SCHOOL DISTRICT NO. 6

Pride and Excellence

RECRUITMENT BROCHURE


PRIDE AND EXCELLENCE . . . A Tradition
OUR STUDENTS . . . Staff and Schools
OUR DISTRICT . . . Fast Growing and The Best
Mukilteo
SCHOOL
DISTRICT

- **District Programs**
  - --size and grade level configurations
  - --student population and demographics
  - --philosophy
  - --curriculum
  - --instructional emphasis and support
  - --staff development program
  - --special and innovative programs

- **Area Information**
  - --geography/climate
  - --cultural/recreational opportunities
  - --regional population
  - --educational opportunities

- **Vacancy and Application Information**
  - --application process
  - --how vacancies are announced

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POSITION OPEN ANNOUNCEMENTS

- **INFORMATION ABOUT DISTRICT**
- **SPECIFIC VACANCY INFORMATION**
  --minimum qualifications
  --desired qualifications
- **SALARY and BENEFITS**
- **SELECTION SCHEDULE**
- **APPLICATION PROCEDURE**

Announcing an opening for

ELEMENTARY TEACHERS
K - 6
(1992 - 1993 School Year)

MUKILTEO SCHOOL DISTRICT

Office of Employment Services
9401 Sharon Drive
Everett, WA 98204
(206) 356-1325
(206) 356-1237 - Job Line

WHERE TO RECRUIT

1. **Advertise nationwide through college placement offices.**

2. **Capitalize on job fairs, conducting screening interviews.**

3. **Present at college "Teacher Job Search" workshops.**

4. **Conduct recruitment information sessions on college campuses, using professional video of district and a new teacher who recently graduated from the institution.**

5. **Advertise on job information line.**

6. **Personalized recruitment by staff.**

THE DISTRICT AMBASSADORS

1. Personnel Office Employees
2. Administrators
3. Veteran Staff Members
4. The Informal Network

WHEN RESPONDING TO APPLICANT INQUIRIES, PERSONNEL OFFICE EMPLOYEES SHOULD:

- "Do unto others as you would like done unto you." Present a friendly, caring, and personable attitude--take time with and show interest in each applicant.
- Anticipate unasked questions about the district, vacancies, application process and provide candidates with information.
- Highlight positive aspects of the district.
- Introduce high caliber candidates to personnel administrator.

SELECTING TEACHERS:

KEY INGREDIENTS FOR GETTING THE BEST "NEW KIDS ON THE BLOCK"

- **Interview and Hire Teachers Early: The Pool Screening and Hire Process**

- **Train Administrators for Screening and Interviewing**

- **Rigorously Screen Applicant Files**

- **Conduct Structured Interviews**

- **Thoroughly Reference Check Top Candidates, Using One Trained Administrator**

TEACHER SELECTION:
THE POOL SCREENING AND HIRE PROCESS

Pool Hire: Round #1

1. Position posted in early February
2. Candidate files paper screened in early March
3. Screening interviews conducted in mid-March
4. Selected candidates offered contracts and placed in pool hire "group" in late March/early April

Pool Hire: Round #2

1. Positions re-posted in early April
2. Additional candidate files paper screened in May
3. Additional screening interviews conducted in May
4. Additional candidates offered contracts and added to pool hire "group" in late May/early June

Assignment of Pool Hire Teachers

1. Transfer process for veteran staff completed by May
2. Pool hire teachers placed in identified school openings in early June

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Mukilteo School District No. 6
CERTIFICATED PERSONNEL
APPLICANT SCREENING PROCEDURES

Screening Form Activities and Responsibilities

1. Employment Services
   a. Assemble applicant materials
   b. Complete front matter on each applicant form
   c. Determine screening period
   d. Screen all files (Director of Employment Services)

2. Screeners
   a. Complete the "Screened by" and "Date" lines on each applicant screening form
   b. Rate all sections on screening form
   c. Total Points at bottom of screening form
   d. Circle OVERALL applicant rating number (1 2 3 4 5)
   e. Return screened files to Employment Services

3. Screeners and Director of Employment Services
   a. Meet and review each applicant file
   b. Determine applicants who will be granted an interview. Complete screening form by checking "yes" or "no" on bottom of form, indicating whether applicant will be granted an interview.

Guidelines for Completing Screening Form (30 Point Rating Scale)

1. Education (maximum 5 points). Rate as indicated on screening form. Applicants who hold a B.A. or B.S. degree and then complete teacher certification can receive a rating of 2.5 or 3.5 with high quality college work (3.0 + G.P.A.). In addition, holders of a B.A. or B.S. who have completed credits beyond B.A. can receive an extra .5 rating.

2. Experience (maximum 7 points). Rate as indicated on screening form. Look for quality, quantity, appropriateness, and recency of experience. An outstanding student teacher could receive a maximum 5-point rating. An outstanding beginning teacher (1-2 years of experience) or an outstanding rookie teacher with substitute experience could receive a maximum 6-point rating. An outstanding veteran teacher with 3 or more years of experience could receive the 7-point maximum.

3. Professional Qualifications (maximum 10 points). Rate as indicated on screening form.

4. Personal Attributes (maximum 5 points). Rate as indicated on screening form.

5. Other (maximum 3 points). Rate as indicated on screening form.

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Screening Schedule

1. Each screener should schedule blocks of time with Employment Services to review applicant files during the screening period.

2. All screeners should complete screening of applicant files by agreed upon date.

3. When screeners have completed file review, the Director of Employment Services will schedule a conference with each screener to review applicant files and determine which candidates will be granted interview.

4. The Director of Employment Services will schedule interviews with "screened in" applicants and communicate to applicants who will not be interviewed.

Attachments: Certificated Applicant Screening Form
Applicant Screening Samples

CERTIFICATED PERSONNEL
APPLICANT RATING SAMPLES

Outstanding Rookie Teacher Rating Possibility

1.	Education	-3 points	
2.	Experience	-5 points	
3.	Professional Qualifications		
	A. Instruction	-5 points	
	B. Classroom Experience	-4 points	
4.	Personal Attributes	-5 points	
5.	Other	-3 points	
	TOTAL	25 points	Overall Rating: 5

Outstanding Experienced Teacher Rating Possibility

1.	Education (M.A. degree)	-4 points	
2.	Experience	-7 points	
3.	Professional Qualification		
	A. Instruction	-5 points	
	B. Classroom Management	-5 points	
4.	Personal Attributes	-5 points	
5.	Other	-3 points	
	TOTAL	29 points	Overall Rating: 5

CERTIFICATED APPLICANT SCREENING FORM

AME: _____ POSITION: _____

CREENED BY: _____ DATE: _____

Letter of Application _____ District Application _____

Resume _____ Placement File _____

Transcripts _____ Letters of Recommendation _____

Copy of Certificate _____ Other: _____

Certification: Certified in Area _____ Eligible _____
Not Certified _____

REA	COMMENTS	RATING SCALE	NUMERICAL RATING
EDUCATION B.S. – 2 M.S. – 3 Ph.D. – 4 Quality of Work + 1 (3.0+ G.P.A.)		2-5	
EXPERIENCE Quantity Quality Appropriateness Recency of Experience		0-7	
PROFESSIONAL QUALIFICATIONS A. To what extent does the candidate understand the purposes, programs, methods and materials of instruction? Knowledge of subject, instructional skill.		0-5	
B. Organization, classroom management, student discipline.		0-5	
PERSONAL ATTRIBUTES Does the candidate give indications of being responsible, student-centered, interested in growing professionally, cooperative, hard-work ethic?		0-5	
OTHER Building leadership, curriculum work, committee involvement, community involvement, co-curricular involvement, minority candidate, etc.		0-3	

Overall Rating Scale:

1- 6 = 1 13-18 = 3
7-12 = 2 19-24 = 4
25-30 = 5

Applicant Rating (circle one)

1 2 3 4 5 Total (0-30) _____

INTERVIEW? ___ yes ___ no

CREEN.so

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Mukilteo School District No. 6
TEACHER INTERVIEW PROCEDURES

PRIOR TO THE INTERVIEW

Candidate interviews are scheduled for one hour. The interview should last approximately 45 minutes with 15 minutes between interviews for completing SRI interview forms and reviewing candidate files.

All interviewers should arrive 15 minutes before an interview and obtain the following from Employment Services:

1. Interview Schedule and Interview Room Location
2. Candidate Folders and Interview Forms

DURING THE INTERVIEW

Lead Interviewer Responsibilities:

1. Come to reception area to meet candidate. Welcome candidate to Mukilteo Schools and escort to interview room.

2. Introduce candidate to interview team member.

3. Explain interview process to candidate. Include in the opening statements that philosophical, technical, and situational questions will be asked, that the candidates should relax and be themselves, and that the interviewers will be writing as candidate responds to accurately assess his/her candidacy.

4. Ask the background question, question #1, and the last question during the interview.

5. Inform candidates that Dr. Mark E. Anderson, Director of Employment Services will contact them about the status of their candidacy within 2 or 3 weeks.

6. Thank the candidate for their interest in Mukilteo School District and for taking the time to interview for a position. Escort candidate back to reception area. If top candidate from out-of-district, take directly to receptionist for further instructions.

Both Interviewers Responsibilities:

1. Complete candidate/interviewer information on front of interview form; date interview form.

2. Rotate asking questions between interviewers. Listen carefully and with interest to candidate's responses. Make candidates feel that you are genuinely interested in them.

3. Take thorough, legible notes and rate each question: 0, ?, .5, or 1 (+).

CERTIFICATED EMPLOYMENT SCREENING DOCUMENTATION

_____ _____

Name of Candidate Position Applying For

_____

Administrator

References Contacted (Name, Position)	**Date of Contact**
A. _____	_____
B. _____	_____
C. _____	_____

SCREENING QUESTIONS

1. Would you hire her/him again?

   A. _____

   B. _____

   C. _____

2. Would you comment on her/his:

   Attendance and punctuality:

   A. _____

   B. _____

   C. _____

ENTRY

Entry is a quintessential situation, when the "hopes and fears of all the years' are again rekindled--when the dreams and visions of both the person entering and the organization inviting are aroused--when all the anzieties of facing the unknown are at their highest pitch--when one experiences the ritual of initiation into the mysteries of this particular tribe.

(Tobert 1982)

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BOARD of DIRECTORS
Charles Auchterlonie ..... Director District 1
Carolyn G. Allendoerfer ..... Director District 2
Ivan L. Gome ..... Director District 3
William M. Comegys ..... Director District 4
Michael Plumb ..... Director District 5
Dr. James F. Shoemake ..... Superintendent and Board Secretary

Mukilteo
SCHOOL DISTRICT NO. 6

OFFICE OF EMPLOYMENT SERVICES
9401 Sharon Drive, Everett, Washington 9820[illegible] (206) 356-1325
(206) 356-1237 (Job Line)

Dr. Mark E. Anderson, Director
Judie Lyle, Confidential Secretary

MEMORANDUM

June 10, 1991

To: New Certificated Staff Members, 1991-92 School Year

From: Mark E. Anderson

Subject: "Pride and Excellence: Becoming a Part of the Tradition"--**Update #2**

This is Update #2 to help you continue your transition into the Mukilteo educational family. Included in this packet is:

* ***The Log.*** . . . Two "Logs" distributed to staff on May 17 and May 31, 1991.

* ***District Activity Calendar.*** . . . Happenings around the District in June.

We will begin the in-district transfer process for current elementary teachers by June 17, 1991. Transfer interviews and assignment decisions usually take two (2) weeks. When that process is completed and open positions identified, I will be contacting newly-hired elementary teachers to discuss your specific assignment for the 1991-92 school year.

I have completed the initial placement on the salary schedule of all newly-hired elementary teachers. Your initial placement is based upon years of certificated experience, verified by former districts, and post-baccalaureate credits earned, verified by official college transcripts, that my office has received to date. In the next few weeks, you will be receiving a contract based upon your initial placement on the salary schedule from Dr. John W. Keiter's office, Assistant Superintendent for Personnel and Operations. Please sign and return that contract immediately.

Please realize your salary may be adjusted based upon salary improvement funds from the State as provided in the collective bargaining agreement; Article VII, Section 1.D. (pg. 33). Your salary placement may also be adjusted upwards if my office receives additional experience verified from school systems in which you were formerly employed or additional credits reflected on official college transcripts that result in movement to a higher credit column on the salary schedule. If you complete additional college credits

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prior to 31 August 1991, please ensure my office receives an official college transcript reflecting those credits. In addition, if you have been employed as a substitute teacher in one or more school districts during a school year cumulatively equal 90 days or more, it counts as one (1) year of experience on the District's salary schedule. Thus, please ensure my office has the names and addresses of those districts if you think this applies.

A few items to check for completion during the next few weeks are listed below:

1. All "official" college transcripts (community college, university, graduate, etc.) have been sent to and received by my office. Ensure transcripts reflecting credits earned this summer are sent to my office by September.

2. Original Washington State Teaching or ESA certificate has been registered by 3 July 1991 with Judie Lyle, Office of Employment Services. If not, call Judie this summer and stop by to register your certificate or bring it to the first new staff member orientation day on 27 August 1991 for registration. Remember, you can not begin work until your original certificate is registered.

3. Change of address, telephone, or name has been provided to Judie Lyle, Office of Employment Services, if applicable.

4. Contract signed and returned to Dr. John W. Keiter, Assistant Superintendent.

If you have any questions, please give me a call. Talk to you soon.

c: Dr. James F. Shoemake, Superintendent
Dr. John W. Keiter, Assistant Superintendent
Principals

Mukilteo School District No. 6
1991-92 EMPLOYMENT PROFILE

- MARK ANDERSON -

PERSONAL DATA

5300 Harbour Pointe Blvd. #306H
Mukilteo, WA 98275
Phone: 347-4057

SS# 534-54-0694
Certification: 04/27/90 Initial K-8
08/31/94 Expiration Date

POSITION DATA

Grade 6
Olivia Park Elementary
1.0 FTE

Contract Status:	Continuing
Employment Status:	Provisional
Contracted Days:	184

SALARY SCHEDULE PLACEMENT DATA

Degree:	BS
Post BA Credits:	91
Experience:	1 year
Experience Step:	2
Credit Column:	BA +90
Degree Stipend:	NA
Credits Needed to Reach BA + 135:	44

SALARY DATA

Base Salary:	25,874.00
TRI Salary:	1,724.00
Extended Salary:	NA
Total Annual Salary:	27,598.00
Transferred Sick Leave Hours:	25.00

COLLEGE TRANSCRIPTS RECEIVED

Seattle Pacific University
University of Washington

TRANSCRIPTS NEEDED

Central Washington University

EXPERIENCE VERIFICATION RECEIVED

None

VERIFICATION NEEDED

Edmonds School District

NOTES:

Please check on the Central Washington Transcript. Best wishes for a successful year.

Prepared on 11/1/91 by Dr. Mark E. Anderson, Director of Employment Services, Mukilteo School District No. 6